

STATINTL

15 November 1979

MEMORANDUM FOR: Director of Personnel

FROM: Herbert E. Hetu  
Director of Public Affairs

SUBJECT: NAPA Project Group Report

REFERENCE: Memorandum from DDCI, Same  
Subject, dated 5 November 1979

1. The NAPA Project Group is to be highly commended on the thoroughness with which it has addressed the Agency personnel management system. It has successfully boiled some 27 important issues down to reasonable proportions that make them easily understood and evaluated. This in itself is no small task, but the group has gone further to make rational and in most cases valuable recommendations to improve the system.

2. Public Affairs agrees with most of the recommendations made and will not comment on each one. Those issues and recommendations that we believe should be highlighted are discussed below:

a. The Project Group has made an extremely important point in its covering memorandum on the need to balance merit as a consideration for promotion with the criteria for career development and promotional opportunities. It is our view that the Project Group's concern can be met by inserting some emphasis on merit and competitiveness into the guidelines without making this point so strongly that it detracts from the description of the mechanism for insuring career opportunities for all.

b. SCOPE AND LIMITATIONS OF THE DCI'S AUTHORITY (Tab A) -- Statute authority of the DCI is so often a matter of interpretation that varies with issues and with Administrations that we believe it would be a mistake to try and define them more precisely than has already been done in the statutes, Executive Orders and in the proposed Charter Legislation. We do believe a general statement by OGC clarifying the broad issues would be helpful.

c. CRITERIA FOR CHANGES (Tab B) -- We concur that to attempt to define the criteria that would be used in adopting personnel management policies of other agencies would be a mistake. It is our view that each proposed change would need to be researched and evaluated on its own merit.

d. AUTHORITIES OF THE DIRECTOR OF PERSONNEL (Tab D) -- Raising the issue of the degree to which the Office of Personnel should exercise authority over personnel management is in our view the most important issue taken up by the Project Group. We believe it should be handled separately from all the other issues and that a much more in-depth study be made of the problem and recommendations made.

e. "E" CAREER SERVICE (Tab H) -- We strongly endorse the Group's recommendation to retain the "E" Career Service. It provides a valuable service to a large group of people who would not have this kind of representation without it.

f. DECISIONMAKING ROLE OF PANELS (Tab O) -- This is another important issue that we believe should be taken out of the context of the overall problems raised by the Project Group and become the subject of further research and evaluation. It does seem to us that panels have become decisionmakers and indeed do usurp some of the authority of line managers. There is, in our view, a proper balance to be struck here.

3. The overall work done by the Project Group is a service to the entire Agency and we express our appreciation for it.

Herbert E. Helu

STATINTL

STATINTL

*Orig-DD/Per/P&C - 15 Nov 1979*